

July 2013—March 2016

Empowering District Level Managers to Improve Health Worker Performance in Nepal

An implementation research to understand effectiveness of health worker performance model

Project Objectives:

- To identify lessons from Doti District pilot intervention on improving effectiveness and efficiency of health workers and develop an understanding of what worked, how and why;
- To analyse the context in the 3 intervention districts (mountain, hill and plains) and ascertain implementation issues and strategies
- To develop, refine and test a HWPM model in 3 different districts, assess processes, effectiveness and scalability

Team Members:

Dr. Sushil Chandra Baral	Principal Investigator
Dr. Bal Krishna Subedi	Co-Investigator
Mr. Mahendra Shrestha	Co-Investigator
Dr. Helen Elsey	Co-Investigator
Dr. Sally Theobald	Co-Investigator
Mr. Tim Martineau	Co-Investigator
Dr. Joaana Raven	Co-Investigator
Mr. Hom Nath Subedi	Project Manager

Project Summary

Ministry of Health and Population (MoHP) introduced a health workers' performance model - HWRM (known as Performance Based Management System - PBMS) to improve health workers' performance. The major components of PBMS model include: Performance Planning; Performance/Progress Measurement; Comparative Analysis and Evaluation of Performance and Reward and Performance Improvement Plan. This study will generate further understanding and replicate an improved version of the model in different contexts (mountain, hill, and plains districts). For this purpose, lessons from Doti district will be documented. Then after, existing PBMS model will be reviewed, updated and piloted. This 2 year study is divided into 3 phases:

- Phase I (6 months)—Learning PBMS model in Doti
- Phase II (1 year) - Pilot study in Dang, Rasuwa and Baitadi
- Phase III (6 months) - Evaluation of the pilot

Summary of Progress Updates:

- **Proposal Development Workshop:** A proposal development workshop was held in Geneva from January 21 to 25, 2013. 3 participants: 1 from HERD and 2 from MoHP participated in the workshop.
- **Project Sensitisation and Advocacy Meetings:** Formal and informal meetings/interactions with senior officials of MoHP and Department of Health Services (DoHS) were conducted where the officials welcomed the idea of making this research as a part of the national health system and agreed to take the leadership of strategic committees.
- **Formation of Project Committees:** Project committees were formed namely the Advisory Committee, Steering Committee and Technical Working Group. Management Division of DoHS was recognised as the focal body and Memorandum of Understanding (MoU) was also signed between the government and HERD for the study implementation.
- **Monitoring Visit by WHO Technical Officer:** Ms. Anayda Gerarda Portela, Technical Officer WHO, Department of Maternal, Newborn, Child and Adolescent Health (MCA) made monitoring visit to Nepal during the fourth week of November 2013. She was briefed especially about project consultation mechanisms with the MoHP and other stakeholders and formation of the committees.
- **Scoping visit in the districts:** Scoping visits were made by MoHP and HERD team to Doti, Bajhang and Dang districts.
- **Assessment of PBMS in Doti:** Assessment of PBMS model in Doti was done using mixed methods of data collection as well as some monitoring tools. Data analysis and report writing of this assessment was also completed with the support of Leeds University and London School of Hygiene and Tropical Medicine.
- **Context Analysis of 3 Implementation Districts:** Context analysis of Dang, Rasuwa and Baitadi have also been conducted using mixed methods approach.
- **National Consultation Workshop to revise PBMS Guideline:** HERD supported Management Division to organise national consultation workshop together with WHO and DoHS to review and revise the existing PBMS guideline. HERD also shared the Doti learning and sought suggestions for changes in the existing PBMS model. A small group under the leadership of Mr. Mahendra Shrestha, Director of National Health Training Centre was also formed to make the existing PBMS guideline more user-friendly.